Communication Guidelines

The following guidelines have been established to streamline communications to the Field:

I. Field Sales Communications (FSC) Letters

- IMPORTANT: Originator of the letter and department head are responsible for the content of the letter, including legal review if necessary and review by all appropriate departments prior to sending.

- All FSC letters should contain the following (see Attachment A for format guidelines):

  - Subject
  - Is response required? If so, indicate response date.
  - Objective: What is the purpose of the letter/program?
  - Rationale: Why are we doing this? It is important that the user group knows the why of the program.
  - Letter Contents:
    - Keep writing as concise as possible.
    - Use bullet point format whenever possible.
    - Letter should be targeted/designed to communicate clearly with the end user.
  - List an internal contact(s).

- Any communication providing direction or policy to the Field should be sent as an FSC Letter. FSC Letters can also be informational in nature.

- Key Field Sales policy/direction will be sent under J.V. Maguire or Sales Area Vice President's signature.

- Correspondence should be e-mailed or delivered to Carla Davis for sending.

- We will attempt to send FSC letters to the Field each Wednesday. FSC letters should be received by Carla Davis by 4:00 p.m. each Tuesday to allow time for review. FSC letters of an urgent nature will be sent as needed.

- All FSC Letters will be assigned a numerical and A, B or C designation (see next page for details). Letters will be placed in "RJR Publications" under FSC Letters, which is an on-line indexing system where letters can be retrieved for future reference.

- Whenever possible, letters will be e-mailed to the Field. (Letters are U.S. mailed when it is difficult to e-mail due to photos, illustrations, brochures, etc.)

- Letters that must be U.S. mailed to the Field require extra timing. You should allow 2-4 days lead time for Sales Planning and Communications to coordinate with Copy Services and Mail Services on U.S. mailed letters and attachments. Keep in mind U.S. Postal Service delivery timing once letters are mailed.

- Contact Dick Luongo, extension #6110, or Carla Davis, extension #7631, if you have questions.

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FSC Letter Designations

FSC-A *Letters are sent to Area Vice Presidents, Region Sales Managers, Region Business Managers, Region Operations Managers, Chain Account Managers, Account Managers and Region Military/Duty-Free Managers.*

FSC-B *Letters are sent to Area Vice Presidents, Region Sales Managers, Region Business Managers, Region Operations Managers, Chain Account Managers, Account Managers, Region Military/Duty-Free Managers* **and Division Managers, Retail Managers and Military Managers.**

FSC-C *Letters are sent to Area Vice Presidents, Region Sales Managers, Region Business Managers, Region Operations Managers, Chain Account Managers, Account Managers, Region Military/Duty-Free Managers, Division Managers, Retail Managers, Military Managers,* **and Sales Reps and Retail Reps.**

II. Customer Letters

- Customer Letters are designed to communicate topics such as price increases, new product launches, product changes, public warehouse information or RJR special initiatives. Customer Letters are sent to our wholesale and/or retail accounts.
- All Customer Letters (except wholesale or retail Western Union Mailgrams) should be e-mailed or delivered to Carla Davis for sending. She will coordinate preparation of appropriate address listings and timing of mailings with our Mail Services Department.
- All Customer Letters will be assigned a numerical and "J" designation and placed in "RJR Publications" under Customer Letters, an on-line indexing system where letters can be retrieved for future reference.
- Customer Letters usually must be U.S. mailed. You should allow 2-4 days lead time for Sales Planning and Communications to coordinate with Copy Services and Mail Services (depending on the magnitude of the mailing). Keep in mind U.S. Postal Service delivery timing once the letter is mailed.
- A copy of the J-letter is sent to the FSC-A Letter distribution list.
- IMPORTANT: Originator of the letter and department head are responsible for the content and for obtaining legal approval.
- Contact: Dick Luongo, extension #6110, or Carla Davis, extension #7631, if you have questions.

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III. ROU Brief

- The ROU Brief is designed to communicate topics that are more administrative or FYI in nature. The Brief is also designed to combine multiple short topics under one communication in order to consolidate correspondence. Lengthy administrative letters will be sent as an FSC Letter.
- The ROU Brief is e-mailed to the Field each Wednesday afternoon. Items for inclusion in the ROU Brief must be received by Carla Davis by 4:00 p.m. each Tuesday to allow time for review and formatting.
- The ROU Brief is divided into two sections – one for all Field Sales Personnel (including Retail and Sales Representatives) and one for Region Operations Unit (ROU) Management. It is the ROU's responsibility to ensure that the appropriate Field Management and Reps receive the proper correspondence in a timely manner.
- The ROU Brief will be assigned a numerical designation and placed in "RJR Publications" under FSC Letters, an on-line indexing system where letters can be retrieved for future reference.
- IMPORTANT: Originator of the ROU Brief subject and department head are responsible for the content of the topic. All ROU Brief subjects must list an internal contact.
- Contact Sharon Reid, extension #2584, or Carla Davis, extension #7631, if you have questions.

IV. SIS Bulletin Screen

- The Sales Information System (SIS) Bulletin Screen should be used only to communicate internal contact list, SIS system updates, programming changes, enhancements, etc. All other topics should be communicated via FSC Letter or ROU Brief.
- Contact Vanessa Perry, extension #6113, if you have questions.

V. SMS Bulletin Screen

- The Sales Materials System (SMS) Bulletin Screen should be used only to communicate out-of-stock items with expected delivery dates and system updates, programming changes and enhancements. All other topics should be communicated via FSC letter or ROU Brief.
- Contact Bill Brown, extension #3324, if you have questions.

VI. Wholesale or Retail Western Union Mailgram

- Western Union mailgrams for our wholesale or retail customers are only utilized for urgent, immediate communication (price increase, product recall, etc.). Special procedures must be followed.
- Contact David Williams, extension #3534, Jimi Ruff, extension #3510, or Julie Huneycutt, extension #7754, for questions on wholesale Western Union letters.
- Contact Denny Bomgardner, extension #3314, or Dick Luongo, extension #6110, for questions on retail Western Union letters.

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Communication Guidelines

VII. **Field Sales Work-Withs** (not applicable to internal Sales Department)

- Submit Field Sales trip request form (attached) a minimum of 4 weeks prior to requested work-with date to appropriate Sales Area Manager of Operations.

  - Northeast Sales Area (NESA): Don Fitzgerald, extension #2053
  - Southern Sales Area (SSA): Tom Odom, extension #2578
  - Western Sales Area (WSA): John Ellegate, extension #5760
  - Mid-West Sales Area (MWSA): Steve Qualkinbush, extension #0686

VIII. **Warehouse Tours**

- For requests for warehouse tours including GATX in Davie County and Grassy Creek; Young America, Minneapolis, MN; and Miller Manufacturing, Richmond, VA, contact Bill Brown, extension #3324, or Judy McKinney, extension #7473, a minimum of 2 weeks prior to requested date.

IX. **Voicemail**

- Should be used when person is not available to answer the phone and you need to leave or request information. Voicemail should only be used when necessary.
- Leave a detailed message of what you need to know and when so that the person you are calling can prepare the information before returning your call. Do not just ask someone to return your call.
- Clearly identify what is urgent and what is not.
- Voicemails should not request information which is readily available via other channels as it unnecessarily ties up other individuals.
- Our wholesale and retail customers should be given the highest priority when responding to voicemail.
- If you are going to be out of your office, change your message to indicate you are out, when you will return and who to refer calls to in your absence.

X. **Teleconferencing**

- Teleconferencing is an option for seeking Field input or explaining new or complex programs. However, it should be used selectively so that Field Sales and internal time is not tied up when not necessary.
- Requests for Field Sales teleconference calls should be channeled to Sales Planning and Communications or the appropriate Sales Area Manager of Operations.
- Develop a clear agenda for all teleconferencing sessions. Provide materials for review in advance whenever possible.

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